

# How This Report Was Put Together

This report was pulled together by members of an ongoing, informal “working group”—including both FCC staff, scholars and consultants. In addition, other members of the talented FCC staff generously contributed their time and extensive expertise.

Almost all FCC staff did this on top of their regular responsibilities, so their efforts, wisdom and conscientiousness are deeply appreciated.

Often, the conclusions were arrived at by consensus. When there was disagreement, the Chairman of the working group decided. The views of this “white paper” do not necessarily represent the views of the Federal Communications Commission, its Commissioners or any individual Bureaus or Offices.

The group did over 600 interviews—with people representing a wide range of experiences and perspectives, including journalists, media executives, scholars, conservative and liberal public advocacy groups, entrepreneurs, labor leaders, communications lawyers, financial analysts, minority group representatives, journalism school deans, foundation leaders, local government officials, Internet company leaders, TV producers, mobile carriers, nonprofit news organizations, public broadcasting officials, community media experts, state public affairs network founders, radio executives, educators, gadflies, lobbyists, bloggers, techies, Tweeters and many more.

In addition, the FCC held two full-day workshops for this report, participated in several workshops on ownership, and received more than a thousand comments in response to a public notice. Staff also reviewed the extensive literature of other reports and studies on this topic.

A print version of this report will also be published, including corrections that arise after publication of the digital version.

## Regular members of the Working Group included:

**Steven Waldman** (Chairman of the Working Group) is Senior Advisor to the FCC Chairman. He was Co-founder, CEO, and Editor-in-Chief of Beliefnet.com, a leading religious website, which was acquired by News Corp’s Fox Network Group. Before that he was National Editor of US News & World Report, National Correspondent of Newsweek and a columnist for WSJ.com. His writings have appeared in *The Washington Post*, NationalReviewOnline, HuffingtonPost, The Atlantic and others. He’s the author of *Founding Faith: The Birth of Religious Freedom in America*.

**Elizabeth Biley Andrión** (General Manager of the Working Group) is the Deputy Chief of the FCC’s Office of Strategic Planning and Policy Analysis. She served previously as an advisor to then-Chairman Kevin Martin and as Vice President of Legal Affairs for Fox Television Stations.

**Sherille Ismail** (Senior Policy Advisor to the Working Group) is Senior Counsel in the FCC’s Office of Strategic Planning and Policy Analysis. He has held several senior management positions at the FCC, including Deputy Chief of the Cable Bureau, since joining the agency in 1996. Before that, he served as Counsel on the Judiciary Committee, U.S. House of Representatives.

**James T. Hamilton** served as a distinguished visiting scholar with the Working Group and the Charles S. Sydnor Professor of Public Policy and Director of the DeWitt Wallace Center for Media and Democracy at Duke University. His research on public affairs journalism includes “*All The News That’s Fit to Sell: How the Market Turns Information into News.*”

**Ellen P. Goodman** served as a distinguished visiting scholar with the Working Group and is a Professor of Law at Rutgers University-Camden, specializing in information law and policy and publishing widely on such topics as spectrum policy, advertising, and public media. Goodman has advised domestic and international stakeholders on noncommercial media and public service technologies, and she is a Ford Foundation grantee. She was a partner with the law firm of Covington & Burling LLP.

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**Cynthia Kennard** served as a distinguished visiting scholar with the Working Group and is a Senior Fellow at The University of Southern California's Annenberg Center on Communication Leadership and Policy. She was a CBS News correspondent based in Los Angeles, London and Moscow and earlier worked nearly 15 years in local television news for WFAA-TV in Dallas, KHOU-TV in Houston and WANE TV in Ft Wayne Indiana. She started her career in local radio news and more recently was managing director of National Public Radio West. She has authored several reports on broadcast journalism and for nine years served on the jury for the duPont Columbia University Awards for excellence in broadcast journalism.

**Tamara Lipper Smith** (Senior Advisor to the Group) and a special advisor in the FCC's Office of Strategic Planning and Policy Analysis. She was also a senior advisor to then-chairman of the FCC, Kevin Martin. She is a former broadcast and print journalist who covered national politics and the White House for ABC News and Newsweek Magazine. She has been a Special Assistant in the FCC's Office of Strategic Policy and Planning since 2006.

**Elizabeth Sams** is a writer and editor with experience in both old and new media. An Emmy-, Peabody-, and Dupont-award-winning documentary film producer, she most recently spent a decade as Executive Editor of Beliefnet.com, honored in 2007 with the National Magazine Award for online excellence.

**Robert Ratcliffe** is Deputy Chief of the FCC's Media Bureau. He has been at the FCC for 36 years and has held a variety of positions, from staff attorney in the original Cable Television Bureau in 1975, to interim media advisor to Chairman Sikes in 1989, to Acting Chief of the Media Bureau during the final stages of the DTV transition in 2009, and several jobs in between.

**William Freedman** is Associate Chief of the Consumer and Government Affairs Bureau. He has also worked at the FCC as Associate Chief of the Media Bureau, Deputy Chief of the Enforcement Bureau's Investigations and Hearings Division, and a media advisor to Commissioners Deborah Taylor Tate and Meredith Attwell Baker. He worked for over 20 years in private practice representing communications clients.

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**Jonathan Levy** is Deputy Chief Economist at the FCC, specializing in media policy. Over the past 30 years at the agency, he has played a significant role in FCC proceedings on cable and satellite television issues, including must carry, retransmission consent, program access, encryption of satellite signals, media ownership rules, and the transition from analog to digital television.

**Renee L. Roland** is Senior Counsel in the Wireless Telecommunications Bureau of the FCC, having previously served as Deputy Bureau Chief in the Wireline Bureau and as a Senior Legal Advisor for Commissioners. Prior to the FCC, Ms. Roland worked in private practice for nearly a decade, specializing in media, wireline and wireless services.

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**Mark S. Nadel** is an Attorney Advisor in the Wireline Competition Bureau of the FCC. He has also taught and written law review articles on copyright economics, personalized news services, and interpreting the First Amendment in an Internet age, particularly protection of editorial freedom.

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**Dana Scherer** is an analyst in the Industry Analysis Division of FCC's Media Bureau, where she analyzes trends in the media and telecommunications industries. She has worked on the Comcast-NBC Universal transaction, the Open Internet Proceeding, the Commission's Annual Reports on the State of Video Competition. She worked previously for Univision Communications.

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**Anne Levine** is a Policy Analyst in the Office of Strategic Planning and Policy Analysis at the FCC. Since 1997, she has worked on projects related to corporate ownership structure, individual firm performance, and technological developments in media, broadband, cable television, broadcast, and related industries. She has provided empirical analysis to on such issues as Program Access, Leased Access, Media Ownership, the DTV Transition, Open Internet, and the Future of Media Report.

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**Jodi Enda** is an award-winning journalist specializing in politics and policy. At the Philadelphia Inquirer and Knight Ridder Newspapers, she covered the White House, Congress, presidential campaigns and national news. She is a former president of Journalism & Women Symposium and a former member of the White House Correspondents' Association Board of Directors.

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#### Other FCC staff that gave us significant advice, research or brutally-frank criticism:

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